

1939

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# INTERNATIONAL SHOE Co.

MANUFACTURERS

1501-1509 Washington Avenue

St. Louis, Mo.

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## FINANCIAL STATEMENT

November 30, 1939

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# **INTERNATIONAL SHOE Co.**

**MANUFACTURERS**

1501-1509 Washington Avenue

**ST. LOUIS, Mo.**

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**FINANCIAL STATEMENT**

**November 30, 1939**

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December 30, 1939.

**To OUR STOCKHOLDERS:**

Financial report showing the results of the International Shoe Company's operation for the fiscal year ended November 30, 1939, is submitted herewith.

Net sales to customers were \$89,325,446.87 compared with \$80,828,631.50 last year. Exclusive of canvas rubber soled shoes our factories produced 49,267,631 pairs of shoes, against 39,137,274 last year.

Subsidiary plants (sole leather and upper leather tanneries, textile mill, factories making all leather counters, heels and soles, rubber heels and soles, welting, box toes, cartons, containers, chemicals, cements, etc.), produced during 1939 shoe materials and shoe supplies amounting to \$43,428,047.82, which, combined with our sales, made an aggregate of \$132,753,494.69 business transacted.

Net earnings, after taxes, for the year were \$6,588,209.30 which represents an earning of \$1.97 a share on the Common Stock. This compares with \$4,268,286.36 or \$1.27 a share last year.

The Company's current assets of \$64,508,782.54 are 12.8 times its current liabilities of \$5,025,577.63, which include a reserve for income taxes of \$1,700,000.00.

Net sales in dollars were the highest since 1930, while, in pairs, both production and shipments exceeded any year since 1929. The increase in pairs over last year was proportionately greater than the increase in dollar sales. This was due, largely, to lower shoe prices, together with an exceptionally large increase in the sale of children's shoes.

For some time, the demand for the Company's children's shoes has exceeded its manufacturing capacity. To meet this situation, arrangements were made during the year for an additional factory at Perryville, Missouri, and a new and larger building for the Fulton, Missouri factory. This additional production will be available early in 1940.

The radical increase in hide and leather prices which occurred following the outbreak of war in September, resulted in uncertain market conditions which made it advisable to provide a reserve of \$550,000, as shown on the balance sheet, to cover a possible market decline in raw materials acquired at the increased prices.

On November 27, 1939, the Company paid one week's extra pay to its factory, warehouse, and office employees.

The continuous full operation of most of the Company's factories during the year and the loyal cooperation shown by our employees in contributing to this accomplishment have been particularly gratifying.

NINETEEN HUNDRED FORTY gives promise of another successful year in the Company's operation. This assurance is based on the favorable reception of our product by our customers, and the confidence that we have in the earnestness of our organization.

Respectfully submitted,

INTERNATIONAL SHOE COMPANY

*Frank C. Rand*  
Chairman of the Board.

*B. A. Gray*  
President.

# INTERNATIONAL

## CONSOLIDATED

As at November 30, 1925

### ASSETS

#### CURRENT ASSETS:

|  |                                    |
|--|------------------------------------|
| Cash in Banks and on Hand.....   | \$ 22,318,772.93                   |
| Accounts Receivable:   |                                    |
| Customers, less Reserve for Cash Discounts and Doubtful Accounts.....  | \$ 16,154,959.76                   |
| Salesmen's Traveling Advances and Sundry Accounts.....   | <u>97,783.51</u> 16,252,743.27     |
| Inventories at lower of Cost or Market:  |                                    |
| Manufactured Merchandise.....  | 8,718,996.12                       |
| Raw Materials, Merchandise in Process, and Supplies .....  | <u>17,218,270.22</u> 25,937,266.34 |
| TOTAL CURRENT ASSETS.....  | <u>64,508,782.54</u>               |
| Expenses Paid in Advance—Insurance Premiums, Taxes, and other Deferred Charges to Operations.....  | 373,581.81                         |
| Employees Notes Receivable (Under Installment Plans for purchase of Common Stock) secured by 3,900 shares of Common Stock.....   | 87,758.78                          |
| Company's Own Common Stock—6,700 shares at Net Cost (Market Value \$254,600.00).....   | 173,175.51                         |
| Advances to (\$1,000,000.00) and Investment in Associated Companies.....   | 1,057,555.00                       |
| Investment in Stocks of other Companies, Etc. (less Reserve)....   | 250,827.18                         |
| Physical Properties at Tanneries, Shoe Factories, Supply Departments, and Sales Branches (Based on Appraisal as of April 30, 1925, plus subsequent Additions at Cost): |                                    |
| Land and Water Rights.....   | \$ 2,026,140.88                    |
| Buildings and Structures.....  | 22,690,376.90                      |
| Machinery and Equipment.....   | 18,039,086.75                      |
| Lasts, Patterns, and Dies.....   | <u>1.00</u>                        |
| TOTAL.....   | 42,755,605.53                      |
| Less—Reserve for Depreciation.....   | <u>24,963,662.42</u>               |
| Net Depreciated Value of Physical Properties....   | 17,791,943.11                      |
| TOTAL.....   | <u>\$ 84,243,623.93</u>            |

# SHOE COMPANY

## BALANCE SHEET

for 30, 1939

### LIABILITIES

#### CURRENT LIABILITIES:

|  |                     |
|--|---------------------|
| Accounts Payable for Merchandise, Expenses, and<br>Payrolls..... | \$ 3,197,949.37     |
| Officers, Stockholders, and Employees Balances.....              | 127,628.26          |
| Reserve for Federal Income Taxes.....                            | 1,700,000.00        |
| TOTAL CURRENT LIABILITIES.....                                   | <u>5,025,577.63</u> |
| Reserve for Possible Market Decline in Raw Materials.....        | 550,000.00          |
| Insurance Reserves.....  | 730,878.15          |

#### CAPITAL STOCK:

|  |                  |
|--|------------------|
| Preferred Stock 6% Cumulative—Authorized<br>250,000 shares of \$100.00 each—<br>Outstanding.....   | None             |
| Common Stock — Authorized 4,000,000<br>shares without Nominal or Par Value,<br>whereof Issued and Outstanding —<br>3,350,000 shares..... | \$ 50,250,000.00 |
| Earned Surplus.....  | 27,687,168.15    |
| (Of the Earned Surplus \$173,175.51 used for the<br>purchase of Company's Own Common Stock<br>as per Contra)                             |                  |
| TOTAL CAPITAL AND SURPLUS.....   | \$ 77,937,168.15 |

TOTAL..... \$ 84,243,623.93

**INTERNATIONAL SHOE COMPANY**  
**CONSOLIDATED INCOME ACCOUNT**  
For the year ended November 30, 1939

|  |                  |
|--|------------------|
| Net Sales of Shoes and Other Manufactured Merchandise .....  | \$ 89,325,446.87 |
| Cost of Shoes and Merchandise Sold, after<br>charging Operating Expenses, Mainte-<br>nance of Physical Properties, Selling, Ad-<br>ministrative, and Warehouse Expenses<br>(including Reserve of \$550,000.00 for possi-<br>ble market decline in Raw Materials), and<br>Credit Losses, less Discount on Purchases.. | \$ 79,773,502.20 |
| Depreciation of Physical Properties.....   | 1,599,905.46     |
| NET OPERATING PROFIT.....  | 7,952,039.21     |
| Miscellaneous Income.....  | 109,857.78       |
| NET EARNINGS.....  | 8,061,896.99     |
| Provision for Income Taxes.....  | 1,473,687.69     |
| NET INCOME FOR YEAR.....   | \$ 6,588,209.30  |

**COMMON STOCK CAPITAL  
AND CONSOLIDATED SURPLUS ACCOUNT**

|   |                  |
|---|------------------|
| Common Stock Capital and Surplus, as at November 30, 1938:    |                  |
| Common Stock Capital (Outstanding 3,350,000 shares).....      | \$ 50,250,000.00 |
| Earned Surplus.....   | 26,945,233.85    |
|   | 77,195,233.85    |
| Net Income, for the year ended November 30, 1939.....         | 6,588,209.30     |
|   | 83,783,443.15    |
| Dividends:  |                  |
| Common Stock, \$1.75 per share.....                           | \$ 5,862,500.00  |
| Less—Dividends on Company's Own<br>Common Stock.....          | 16,225.00        |
|   | 5,846,275.00     |
| Common Stock Capital and Surplus, as at November 30, 1939.... | 77,937,168.15    |
| Divided as follows:   |                  |
| Common Stock Capital (Outstanding<br>3,350,000 shares).....   | 50,250,000.00    |
| Earned Surplus.....   | 27,687,168.15    |
|   | \$ 77,937,168.15 |

**ACCOUNTANTS' REPORT**

TO THE BOARD OF DIRECTORS,  
INTERNATIONAL SHOE COMPANY,  
St. Louis, Missouri.

We have examined the Consolidated Balance Sheet of the International Shoe Company and Subsidiary Companies as at November 30, 1939 and the Consolidated Statements of Income and Surplus for the year ended on that date, have reviewed the system of internal control and the accounting procedures of the Companies and, without making a detailed audit of the transactions, have examined or tested accounting records and other supporting evidence, by methods and to the extent we deemed appropriate.

Under the terms of the usual agreements covering machinery leased in the shoe industry, the International Shoe Company is liable to the lessor for deferred license fees in the event that such machinery is returned to the lessor; in addition, the Company is obligated to pay all repair charges and return freight costs when and as such leased machinery is returned to the lessor.

In our opinion, the accompanying Consolidated Balance Sheet and related Consolidated Statements of Income and Surplus present fairly the consolidated position of the International Shoe Company and Subsidiaries at November 30, 1939 and the result of the operations for the year, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

St. Louis, Missouri.  
December 23, 1939.

PEAT, MARWICK, MITCHELL & CO.

## OFFICERS

|                             |                              |
|-----------------------------|------------------------------|
| FRANK C. RAND . . . .       | Chairman of the Board        |
| JAMES T. PETTUS . . . .     | Vice-Chairman of the Board   |
| BYRON A. GRAY . . . .       | President                    |
| ANDREW W. JOHNSON . . . .   | Vice-President and Treasurer |
| PAUL B. JAMISON . . . .     | Vice-President               |
| OLIVER F. PETERS . . . .    | Vice-President               |
| H. EDGAR JENKINS . . . .    | Vice-President               |
| ARTHUR B. FLETCHER . . . .  | Vice-President               |
| DICKSON S. STAUFFER . . . . | Vice-President               |
| C. D. P. HAMILTON . . . .   | Vice-President               |
| WILLIAM N. SITTON . . . .   | Assistant Treasurer          |
| ROBERT O. MONNIG. . . .     | Comptroller and Asst. Sec'y  |
| CARL E. BRUECKMANN . . . .  | Secretary                    |

## DIRECTORS

|                     |                     |
|---------------------|---------------------|
| ROBERT E. BLAKE     | ANDREW W. JOHNSON   |
| SAMUEL BOWN         | J. LEE JOHNSON      |
| CLARENCE H. FIELDER | ROBERT L. JORDAN    |
| ARTHUR B. FLETCHER  | WILLIAM H. MOULTON  |
| BYRON A. GRAY       | OLIVER F. PETERS    |
| H. ROY GREEN        | JAMES T. PETTUS     |
| EDWARD J. HOPKINS   | JAMES E. QUINN      |
| FRED HUME           | EDGAR E. RAND       |
| LEWIS B. JACKSON    | FRANK C. RAND       |
| PAUL B. JAMISON     | JOSEPH O. RAND      |
| ALBERT H. JENKINS   | WILLIAM N. SITTON   |
| H. EDGAR JENKINS    | DICKSON S. STAUFFER |

## TRANSFER AGENTS

MANUFACTURERS TRUST CO., NEW YORK, N. Y.  
MISSISSIPPI VALLEY TRUST CO., ST. LOUIS, MO.

## REGISTRARS

GUARANTY TRUST CO., NEW YORK, N. Y.  
ST. LOUIS UNION TRUST CO., ST. LOUIS, MO.

## SALES BRANCHES

### ST. LOUIS

Roberts, Johnson & Rand  
Peters  
Friedman-Shelby  
Continental Shoemakers  
Pennant Shoe Co.  
Jefferson Shoe Co.  
Vitality Shoe Co.  
Queen Quality Shoe Co.  
Dorothy Dodd Shoe Co.  
Winthrop Shoe Co.  
Conformal Footwear Co.

### NEW YORK

Morse & Rogers

### BOSTON

Hutchinson-Winch

### MANCHESTER, N. H.

Great Northern Shoe Co.  
Interstate Shoe Co.

## SHOE FACTORIES AND SUBSIDIARY PLANTS

### MISSOURI

St. Louis  
Hickory St. & Mississippi Ave.  
Broadway, Cherokee St. & Lemp Ave.  
St. Louis & Jefferson Aves.  
Thirteenth & Mullanphy Sts.  
Jefferson Ave. & Madison St.  
Bland  
Cape Girardeau  
De Soto  
Fulton  
Hannibal  
Seventh & Collier Sts.  
S. W. Cor. Maple Ave. & Collier St.  
S. E. Cor. Maple Ave. & Collier St.  
Hermann  
Higginsville  
Jackson  
Jefferson City  
Kirksville  
Marshall  
Mexico  
Perryville  
St. Charles  
St. Clair  
Sikeston  
Sullivan  
Sweet Springs  
Washington  
Windsor

### ILLINOIS

Anna  
Belleville  
Chester  
Evansville  
Flora  
Jerseyville  
Mt. Vernon  
Olney  
Quincy  
Springfield  
Steeleville

### NEW HAMPSHIRE

Claremont  
Manchester  
Nashua  
Newport

### KENTUCKY

Paducah

### ARKANSAS

Malvern

## TANNERIES

### ILLINOIS

South Wood River

### MISSOURI

St. Louis  
Thirteenth & Mullanphy Sts.

### NORTH CAROLINA

Morganton  
North Wilkesboro

### NEW HAMPSHIRE

Manchester  
Merrimack

### PENNSYLVANIA

Philadelphia



